



# Helping 2 Build Opportunity

## WINONA ORC CAPITAL CAMPAIGN FOR WINONA LAUNDRY

### Mission

*It is the mission of Winona ORC Industries to provide community based employment, vocational training and comprehensive job related skills and services to people with special needs. We will design programs to work harmoniously with other community resources to maximize opportunities to our clients and our community.*

### Vision

*We envision a world where all people are uplifted by working. Through pride, dignity, continuous learning and respect for all, we build a healthier community.*

### Values

- Dignity for all people
- Respect for quality in work and programs
- Learning organization

*“The best way to appreciate your job is to imagine yourself without one.” Oscar Wilde*

For most of us, our basic living needs are met through our work. However, work does much more than merely provide income; it provides identity, purpose, structure and social interaction. Work brings independence and helps us to be productive members of the community. For those with a disability, work may be the most important element in their lives.

### Our Role

For nearly four decades, Winona ORC has been committed to providing learning opportunities, job training and employment for our adult clients with disabilities. As a 501(c) (3) not-for-profit, Winona ORC is led by a board of directors consisting of local business and community members. We operate on a \$3.6 million annual budget employing approximately 50 staff members. Each year, our employment programs help over 400 people prepare for, seek and secure employment. Each person has something to contribute and the desire to be productive. We are passionate about our role and strive every day to empower our clients to achieve their dreams.

Winona ORC offers local businesses a vast array of diverse services. We are a leading subcontractor of packaging and assembly work in Southeast Minnesota to local companies including Fastenal, WinCraft, Peerless Chain and Watkins. This work is performed in our 30,000 square foot production facility. We also offer assembly, janitorial, grounds keeping, housekeeping and kitchen services within the customer’s facility. Our revenue is evenly split between our sales and government funding sources.

### Our Challenge

In an ever-changing and more competitive global market, manufacturers have been forced to reinvent themselves. The impact of these changes at Winona ORC has been significant as manufacturers become more automated and move work offshore.

As our economy changes and our government funding is reduced, we must secure new resources to support our goals of integrated competitive employment, job choice, meaningful wages and benefits, career advancement and community inclusion for the people we serve. The question we are facing is “What can be done to ensure we can continue to provide a consistent, stable volume of appropriate work for our clients?”



## **Board of Directors**

*Kevin O'Reilly  
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*Jim Yenish  
Voting Member*

## **Executive Director**

*Judie Foster-Lupkin*

## **Our Solution**

Our dedicated, forward-thinking board of directors and staff have carefully considered this issue. We are determined to secure a more sustainable, efficient and safe revenue stream. Winona ORC has invested over two years in research and development; the outcome is a realistic solution which has successfully been implemented in other rehabilitation centers. Winona ORC is confident that a self-sustaining, environmentally friendly commercial laundry enterprise is a viable solution. By focusing on the healthcare market, it will provide the necessary work and revenue to secure high quality employment options now and in the future.

## **Our Future**

Healthcare laundry by nature is high volume, consistent and labor intensive. We have calculated that it will provide annually over 60,000 additional hours of diverse work for our clients. Commercial laundry offers a range of jobs which will address all skill levels ranging from manually folding wash cloths to operating ironers and monitoring laundry systems.

Clients will have the opportunity to grow within the laundry department by developing more complex job skills. Valuable soft skills such as appropriate workplace behavior, cooperation, teamwork and communication will be gained. With the variety of work that commercial laundry offers, a successful work experience can be guaranteed for our clients. A commercial laundry facility further strengthens the diversity of the organization's strategic goals of improving programs and services we offer.

### ***Our Success — Jesse***

*Since joining Winona ORC, Jesse has demonstrated good work habits. However, because of a visual impairment, he struggled with maintaining consistent employment. With Winona ORC's support and training, Jesse was able to find part-time work as a dishwasher. As Jesse acquired new skills his responsibilities and hours increased. Jesse washes dishes, serves food and monitors the salad and beverage bar. The work has been a great fit for Jesse and has allowed him to grow. Today, Jesse lives independently in his own apartment and has gained self-confidence and it **all** started with a job through Winona ORC.*

## **Our Research and Development**

Dozens of rehabilitation centers throughout the nation successfully operate laundries. Over the past two years, Winona ORC has visited ten laundry facilities, four of which were run by rehabilitation organizations similar to Winona ORC. Key to their success is the partnership they have with the National Institute for the Severely Handicapped (NISH). NISH is a national nonprofit agency whose mission is to create employment opportunities for people with significant disabilities. Among its services, NISH offers its agencies legislative and regulatory assistance, technology support, engineering and an extensive training program.

## Our Population

### Gender

Males 54%  
Females 46%

### Age

19 - 25 19%  
26 - 40 27%  
41 + 54%

### Education

< HS 22%  
HS/GED 61%  
> HS 17%

### Disability

Mental Illness 41%  
Developmental 37%  
Physical 8%  
Learning 6%  
Other 8%

*Seven out of ten people with disabilities in the United States who want to work do not have jobs.*

*(Source: U.S. Department of Labor, 2010)*

Winona ORC is affiliated with NISH and for the past two years, we have worked extensively with the Senior Program Manager of Laundry Operations. His knowledge and support has been instrumental in the development of our project. Our affiliation has allowed us to gain knowledge and expertise from specialists in the industry who are committed to staying abreast of evolving technology and industry best practices.

As part of our commitment to the laundry project, Winona ORC has invested in education. Our Director of Operations has obtained certification as a Certified Laundry and Linen Manager (CLLM). This training program, developed by NISH and the Association for Linen Management (ALM), equips the learner in both management skills and industry specifics, providing education and instruction in:

- Linen management methodology, systems and best practices
- Production standards, development and analysis
- Equipment specifications, selection, maintenance and safety
- Laundry and linen equipment utilization
- Microbiology and chemical usage
- Textiles composition
- Employee recruitment and retention
- Financial management

A feasibility study conducted by an outside consultant found that a realistic market for laundry services in hospitality, small independent hospitals and nursing homes existed. These facilities have a combined annual volume of approximately twelve million pounds of laundry. Our business development strategy will initially concentrate on obtaining an annual volume of approximately 500,000 pounds from various customers and increasing to three million pounds over 36 months.

In determining the potential market size for the healthcare and hospitality fields, it was clear that Winona ORC should focus primarily on healthcare linens. Among all of the industry's sectors, healthcare will best withstand economic slowdowns. The aging U.S. population will have a greater impact on market activity than the weakening economy. Twenty five percent of the hospitals registered with the American Hospital Association are outsourcing their laundry services. In 2009, for the fourth consecutive year, laundry services held on to the top spot among hospital department outsourcing according to the 32nd annual Outsourcing Survey produced by *Modern Healthcare*. Currently, area customers are utilizing services outside of the Winona community or processing their own laundry. Our organization has received over a dozen letters of support from community businesses offering interest in utilizing this new service and the possibility of partnership, including five from healthcare providers.

## Our Programs

Day Treatment & Habilitation

Center Based Employment

Community Based Employment

Supported Employment

Next Step

Welfare To Work

**The Winona Area Chamber of Commerce offers its endorsement of this project based on the following:**

- It will not be competing with existing for profit businesses in Winona area
- Would add additional employees
- Would keep business local as laundry is currently going to Rochester or Red Wing
- Potential cost savings for local businesses

Winona Area Chamber of Commerce Economic Development Committee/Grow MN and the Chamber Board of Directors

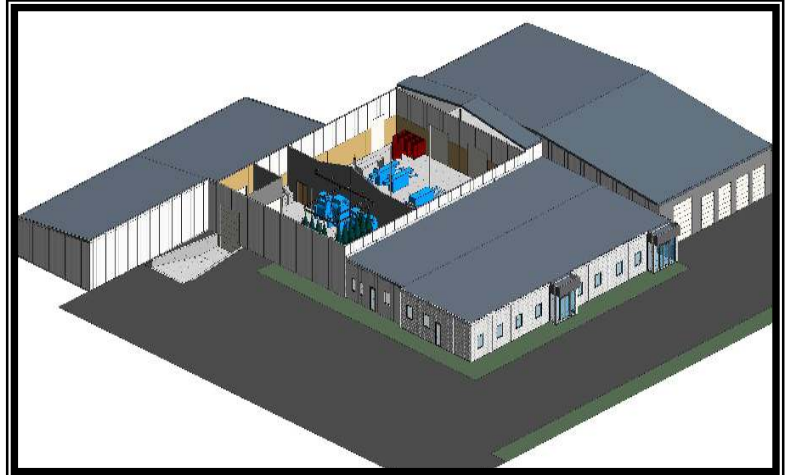
## Our Laundry Facility

Winona Laundry will be constructed within the existing footprint of Winona ORC. With the strategic closure of our machining department, nine thousand square feet is available for the laundry facility.

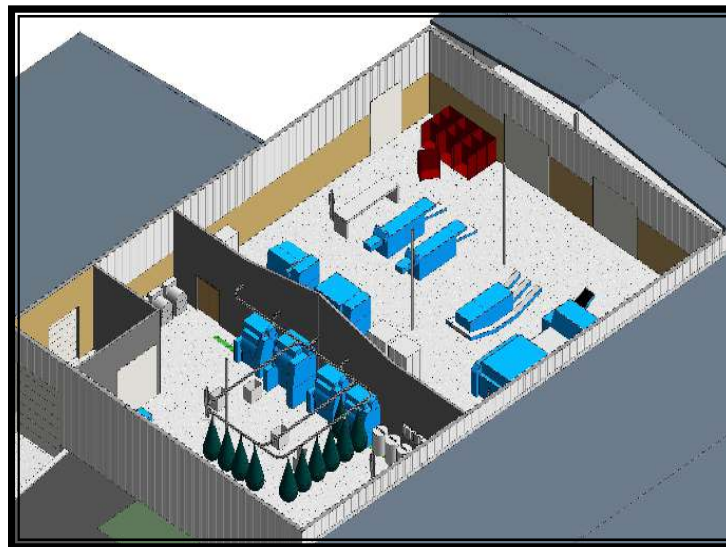
The facility will employ advanced technology, utilize energy and water efficiencies and will

produce high quality results. Soiled and clean linens will be segregated into two distinct areas by a separation or “barrier” wall. When linens are received, workers will separate them with the aid of a sorting conveyor belt and overhead rail system. This automation prevents unnecessary strain and risks for clients who process the goods and will maximize washer loading efficiency. The rail system delivers linen to the pass

-through washers which are integrated into the barrier wall. After cleaning, the linens are removed through a second door on the clean side of the barrier wall. The final component of separation is the use of an advanced positive pressure air flow system which will continuously move air from the clean side to the soiled side of the facility. The combination of the barrier wall, pass-through washers and air flow system minimizes the possibility of contamination.



**Exterior of Laundry Facility**



**Interior of Laundry Facility**

The clean side of the laundry will house industrial dryers, an ironer and automated folding machines. The efficiency of the folding equipment will reduce movement and effort exerted by clients. Additionally, several folding stations will be used to manually fold small items. The design of the laundry will enable the smooth flow of linens through the facility from receiving to shipping while creating jobs and opportunity for our clients.



*“It is estimated that there are over 90,000 people working at industrial laundries with a 15% annual growth forecasted.”*

Shane Woodson  
Senior Program  
Manger NISH

*“We shut down almost all of our institutions that were disability related and now we really do need to support them.”*

Gene Pelowski  
Representative  
Minnesota District  
31A

*“As a health care provider we know there is a connection between ones health status and their ability to be engaged in the community, their ability to have meaningful work and we think this project accomplishes all of that.”*

Mike Allen  
Chief  
Financial Officer  
Winona Health

## Our Environment

With increasing demands on our natural resources, conservation is paramount. Winona Laundry is committed to the protection of our environment and will be employing technology that will minimize our environmental impact. These technologies have the added benefit of saving significantly on overall operating costs by reducing our energy and water consumption.

A generator will be used to process oxygen into ozone, which can effectively be used in place of chlorine bleach. One of the best known disinfectants, ozone is inexpensive, attacks soil and kills odor. Ozone expands fibers, reducing drying times by 20% and extending the life of linens by 30%. Water heating costs will be reduced as ozone disinfects at lower water temperatures.

Wastewater reuse is a growing trend in the laundry industry. This method will allow our facility to reuse 15-20% of discharged water. We will also use direct contact water heaters, which can save as much as 35% in utility costs over conventional water heaters or boilers. Winona Laundry plans to utilize all of these technologies to create an environmentally friendly and efficient laundry.

### **Our Success — Matt**

*Matt is developmentally disabled. After graduating from a rural high school, the transition into the work world wasn't easy. There were several barriers that he needed to tackle, such as poor attendance, problems with his personal hygiene and issues maintaining his home and budget. Matt had a goal to move to Winona because he wanted to have more opportunities for himself. He achieved this goal with the support and encouragement of his team, including Winona ORC staff. Matt is now living in an apartment in Winona with limited supports for independent living skills. He enjoys working at Winona ORC, but his true passion is to cook.*

*Winona ORC enrolled Matt in a culinary arts program. The course focused on food preparation in a restaurant setting. After completing the course, Matt has obtained jobs as a dishwasher and also a server at two restaurants. The culinary training has been a great stepping stone for Matt. It has increased his self esteem, his willingness to approach and meet new people and given him the opportunity to pursue the career of his dreams.*

## Our Safety

Winona ORC assembled a safety task force specifically to develop a comprehensive set of safety and health policies for the laundry operation. These policies take into account guidelines and regulations from Occupational Safety and Health Administration (OSHA), the Centers for Disease Control and Prevention (CDC) and the Joint Commission (formerly, the Joint Commission on the Accreditation of Healthcare Organizations). Stringent standards were developed to focus on issues such as proper hand washing, hygiene techniques, use of Personal Protective Equipment (PPE), engineering controls and work practices to minimize risk of exposure to infectious materials. All workers will receive safety training applicable to their position.

*“Consumers learn work skills, appropriate workplace behavior, safety skills, and teamwork. Real work is done for real wages.”*

*Carrie Wilde  
Vocational Services  
Director  
Genesis  
Development  
Indianola, IA*

*“I’m hoping the Winona County community will support Winona ORC in this endeavor of the laundry services. It is critically important to sustaining a good quality of life.”*

*Dennis Theede  
Executive Director  
Home and  
Community Options*

*“The work in the laundry is a perfect fit for people with disabilities.”*

*Duane Farrington  
Executive Director  
West Virginia  
Rehab Center*

Beyond infection control issues, ergonomics such as lifting, pushing, and pulling heavy loads of laundry are concerns. Winona Laundry has addressed these concerns by adding lifting assists with an overhead hoist system for loading and gravity assist washer and dryers for unloading.

The laundry layout and maintenance procedures were designed to minimize environmental contamination, protect the hygienic integrity of the processed linens and provide workers with a safe working environment.

### **Our Success — Jill**

*Jill was on the verge of losing her home when she was referred to Winona ORC. For seven years, her struggles with mental and physical disabilities left her in isolation and a virtual prisoner in her home.*

*With the help of dedicated Winona ORC staff, Jill received computer training, counseling and assistance with financial management. Eventually, she was successful in finding full-time employment utilizing her customer service and computer skills. Because of a steady income, she was able to save her home. Jill has now found self-esteem and her job allows her to grow and challenges her abilities. Today, Jill’s future is bright and she continues to build on her own success.*

### **Our Community**

Winona Laundry makes good sense for our clients, for Winona ORC and for our community. The laundry provides community businesses with a local source for their laundry needs while supplying employment for people with disabilities. The money earned by our clients promotes self-sufficiency, reduces reliance on government support and is funneled back into the local economy through housing, purchased goods and taxes.

Winona Laundry will enable us to further expand our programs and promote collaboration and partnership with other agencies, such as Home and Community Options (HCO) and Winona Developmental Achievement Center (DAC), by providing employment opportunities for their clients.

The revenue generated from laundry operations as well as the construction of the laundry facility will contribute to the economic growth of the community. A commercial laundry is an untapped market in Winona with great opportunity. As there are no commercial laundries in our community, we would not be competing with local businesses.

### **Our Commitment**

Winona ORC is committed to investing in ourselves and the community. No funds will be requested from the public to subsidize operations. The Board of Directors has designated funds to cover projected operating costs during the start-up period.

*"I would, and we would encourage all people to consider helping ORC in their endeavor to develop a laundry facility for their clients, for this community."*

*Rod Nelson  
President  
Merchants Bank*

*"Ultimately, this is a win-win for Winona ORC, their clients and the taxpayers in the state of Minnesota."*

*Jeremy R. Miller  
Senator Minnesota  
District 31*

*"We think it's a great win for the community, Winona ORC and for Winona Health."*

*Mike Allen  
Chief Financial  
Officer  
Winona Health*

Managing and operating a quality facility for those with disabilities is of the utmost importance. By investing in Winona Laundry, we fulfill our mission by building a bridge of opportunity that works harmoniously with other community resources.

### Our Need

Winona Laundry will require \$1.2 million to construct. The break down of this funding is 55% for equipment and supplies, 40% for building renovations and 5% for marketing, sales development and staff training.

A philanthropic assessment completed by a local consulting company shows there is potential in the Winona area to support a venture of this size. The laundry will promote self-sufficiency for both our clients and our organization by providing sustainable work, additional training and career opportunities.

### Your Opportunity

Supporting Winona ORC makes you a partner in our mission of helping people with disabilities achieve employment and life goals. With your support, Winona Laundry can become a reality. You can make a difference. Together, we can strengthen our community and help to build opportunity for the future.

All donations will be acknowledged; however, we honor and respect our donors' rights to make anonymous gifts. We do not sell, rent or share our donors' personal information with third parties.

Everyone's contribution is important. There are several ways to give: cash, check or credit card donations, securities, multi-year pledges, special tributes and anonymous gifts. All gifts are tax deductible to the full extent allowed by applicable laws. Before donating to Winona ORC, we recommend that you consult your tax advisor or attorney for full advice on the effect of your gift.

- **Cash, check or credit card:** Your gifts to Winona ORC are tax deductible. You may claim a current tax deduction of up to 50% of your adjusted gross income in any one year when you itemize deductions, with the excess, if any, carried forward for an additional five years. Actual savings from gifts of cash depend on your tax bracket; the higher the tax bracket, the higher the savings.
- **Securities:** Charitable gifts of stocks, bonds or mutual funds that have been held for at least one year and have appreciated offer special tax advantages. You will receive a tax deduction for the full market value of the gift, but you will not have to pay capital gains tax on the appreciated amount. If you sell depreciated stock and contribute the proceeds, you will receive both a tax deduction for the charitable gift (see above for limitations) and deduction for the capital loss (as an offset to capital gains, or limited to \$3,000 per year carried forward).
- **Multi-Year Pledges:** To meet our campaign goal we need everyone's support. Donors may consider extending payment of their gift over a three year period. A pledge allows a donor to spread the payments of their contribution over a longer



*"It's a great project that we here at Winona National support fully and look forward to their expansion."*

*Jack Richter  
President  
Winona National Bank*

*Opportunity presents itself as a door to a new level of success.*

*One can knock and knock and never get through.*

*You've been the key, unlocking new opportunities and taking us places we never thought possible.*

**Thanks for opening the door.**



period of time and may enable them to make a more significant contribution to the campaign.

- **Special Tributes:** You may want to make your gift in memory of a loved one, or in honor of someone who has meant a great deal to you during your lifetime. These gifts will be recognized during the campaign and memorials will be acknowledged to the family. If a gift is in honor of someone special, we will make sure that the person receives notification of your tribute.
- **Levels of Recognition:**

Visionary	Up to or Over	\$ 150,000
Founder	Up to	\$ 100,000
Benefactor	Up to	\$ 75,000
Patron	Up to	\$ 50,000
Donor	Up to	\$ 25,000
Contributor	Up to	\$ 15,000
Supporter	Up to	\$ 10,000
Friend	Up to	\$ 5,000
Helping Hand	Donor Specified	

- **Recognition of Gifts:** The names of all donors who contribute \$1,000 or more will be included on an attractive plaque displayed in the entrance of Winona ORC. Names will be displayed in alpha order within each recognition level; the specific amount of the gift will not be listed. Donors will be provided the option of being anonymous donors. The names of all persons who contribute to the campaign will be listed in Winona ORC's quarterly newsletter.

The success of this campaign will have a profound impact on the future of the clients we serve, our organization and our community. Whatever your contribution, please accept our thanks for your generosity and commitment to our clients and Winona ORC's "Helping 2 Build Opportunity" laundry capital campaign.

